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 Due 26 Sept  
 JUN 3 1957  
 Follow up 18 Sept

MANAGEMENT STAFF

1. Records Disposition.

The Records Management Staff has now succeeded in establishing 90% of all Headquarters Records Disposition Schedules for records retirement to the Records Center, destruction or retention. (Completion will be made on 1 July 1957.)

During the period 1 November 1956 to 1 May 1957, records retired to the Inactive Records Center totaled 6,908 cubic feet; this is a 28% step-up over the previous six months. This six months' accomplishment adds to the previous accumulation starting in 1951, making a grand total of 44,825 cubic feet of records retired to the Inactive Records Center. If this amount of records were held in office space at Headquarters, the Agency would have had to invest \$1,972,256. in safe filing equipment. The six months period referred to above, avoided equipment expenditure of approximately \$304,000.

2. Business Machines Service.

In order to provide greater assistance to all organizations in the Agency in the mechanizing of their administrative efforts, two new specialists in the utilization of business machines were added to the Management Staff. (Machine utilization leadership now is composed of a four-person unit.)

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### 3. O&M Activities.

During the six month period completed studies totalled 250. Of these 174 were minor T/O's, 39 major T/O's and 37 miscellaneous substantial studies. This last group resulted in improved organizational structures, simplified procedures, work simplification, utilization of mechanical aids, etc.

The most rewarding were: 1) Management survey of the Acquisitions Branch, CIA Library; 2) Management survey of CIA Watch Office; 3) Survey of Procedures for Deprocessing Separating Agency Employees; 4) Study of Feasibility of Using Electronic Computer in Supply Division; 5) Study of Use of Unvouchered Funds; 6) Study of Office of Security Ceiling Requirement for New Building; 7) Study of Processing Clandestine Information Reports; 8) Study of Procedures for Routing of Dispatches in DD/P; 9) Study of the Work Backlog in Records Integration (FI/DD/P); 10) Study of Distribution of Sensitive Cables in DD/P; 11) Assistance to Consultants in Analyzing Library Operations; 12) Study of ORR Reorganization; 13) Survey of Administrative Staffs of all DD/I Offices; 14) Analysis of Agency Overtime Practices; 15) Analysis of Agency Ceiling and On-Duty Trends.

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Semi-Annual Report to the President's Board Consultants on  
Foreign Intelligence Activities

C. Administration and Support

8. General

a. Records Management Accomplishments

The Agency is benefitting from a records management program comprised of the following elements considered essential by the Hoover Commission: Forms Management; Reports Management; Correspondence Management; Filing Systems, Supplies and Equipment; and Records Disposition. Application of sound records management principles has accelerated activity to the extent that 90% of all headquarters records are scheduled for: (a) Retirement to the Records Center, (b) destruction, or (c) permanent retention. A typical effect of this activity was the increased records retirement rate of 28% over the last 6 months period. The net result of this program has been the retirement of 44,825 cubic feet of records for which the Agency would have had to spend \$1,972,256 for filing equipment. These savings and anticipated benefits justified the need to increase the capacity of the records center from 41,000 to 100,000 cubic feet.

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MANAGEMENT STAFF  
RECORDS MANAGEMENT STAFF

Significant Major Accomplishments January - December 1956

1. Records Management  
(Summary of overall activity) Tangible savings of \$605,120 and an appreciable number of intangible benefits resulted from progress in each phase of the Records Management Program. These accomplishments resulted from the combined efforts of operating offices responsible for area programs and this Staff which furnished them the guidance and assistance.
2. Correspondence Management
  - a. Lectured on correspondence practices at five OTR Administrative Procedures Courses.
  - b. Disseminated guides on effective writing and the use of form and pattern letters.
  - c. Developed and promoted the use of smudge proof hectograph masters of which over  $\frac{1}{4}$  million are used annually; Top Secret hectography classification stickers, which improve security and eliminate the need to reproduce Top Secret material on preclassified paper; and plastic stencil covers, which prevent the cutting out of letters, eliminate type fill, and produce clearer stencil copies.
3. Reports Management
  - a. Inventoried and appraised 226 types of administrative reports prepared or required by DD/S components. Developed and submitted to Area Records Officers recommendations on 45 of these reports, which resulted in reporting workload being reduced by over 7,000 man hours.
  - b. Provided staff guidance to DD/I for an inventory and appraisal of administrative reports. Developed recommendations on 32 of the 119 reports surveyed. These recommendations are now being acted upon by DD/I Offices.

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- c. Provided DD/S Area Reports Management Officers with program guidance. Area programs with considerable potential are underway in the Offices of Logistics, Personnel, and the Comptroller. These Offices are concerned with about 70% of the reporting workload in the DD/S Area.

#### 4. Forms Management

- a. 1858 forms analysis projects were completed resulting in the approval of 344 new forms, 345 revised forms and 894 reprinted forms. 275 forms were eliminated; 209 more than were discontinued last year. There was a 25% increase in overall forms activity in the 1956 calendar year over 1955.
- b. Application of NCR (no carbon required) paper to Agency Forms in lieu of interleaved carbons was further extended. Twenty-five additional forms with a combined total annual usage of 1,087,400 sets were procured.
- c. Continued collaboration with DD/P and DD/I officials resulted in further refinements in intelligence information reporting. Elimination of follow-up Clandestine Services Reports to each Preliminary Dissemination Report saved \$75,000 in six months in editing, typing, and proofing time.
- d. Assisted the Cable Secretariat in improving the copy production of Cables and Teletyped Information Reports. The results are cleanliness, ease of preparation and handling of the new offset master sets, greater legibility and a more uniform appearance of the end product.

#### 5. File Standards and Equipment Utilization

- a. Promoted improved filing practices by lecturing on the Agency filing system at five CTR Administrative Procedures Courses; installing the Agency filing system in the Office of the DD/I, the Office of Historical Intelligence Collection, the Physical Security Division, the GR/OCR, the SR/OCR and part of OCTI; and presenting file training sessions to members of this staff.

- b. Cancelled requests for 25 safe cabinets resulting in savings of \$8,800.
- c. Proposed and approved the purchase of two new types of filing equipment for use by RI/PI to facilitate filing and searching records with a high reference frequency.
- d. The average annual expenditure for safe cabinets was reduced from \$604,500 in 1951-54 inclusive, to an annual average of \$144,750 in 1955 and 1956. This resulted from a number of contributing factors; but there is a direct correlation between this reduction and the greatly increased records disposition rate during the last two years.
- e. Obtained approval for the installation of an open shelf filing system in BR/OCR. This will release 208 square feet of floor space, centralize operations in one filing area, and provide at least two years expansion space.
- f. Reduced one ORR requisition for safe cabinets from 25 to 11 through the establishment of a vault area. This precluded a capital investment of about \$5,000 in new safes.
- g. Converted BR/OCR dossier folders to standard stock items for an annual savings of \$420 in folder cost. In addition, the thinner fastener of the standard folder will eliminate the need for three less cabinets each year.

6. Records System  
Surveys

- a. Conducted a survey of the central file room of the Procurement Division, Office of Logistics. Recommendations resulted in returning six filing cabinets to stock for a saving of \$360; an improved chargeout system; establishing improved reference services and reduced folder costs by \$540 yearly; reducing the workload of the file clerk.
- b. Conducted a survey of the Physical Security Division and installed the Agency filing system; installed a cut-off system in all files to facilitate future disposition of inactive records; destroyed or retired contents of nine safe cabinets; installed an improved mail control and routing system;

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installed an improved system for recording building traffic of special badge holders.

- c. Reviewed an OTR card file and provided for ordering proper guides.
- d. Reviewed DD/P New Building file space requirements and recommended a 32% reduction.
- e. Revised the DD/S Mail Control system to transfer the "follow-up" function into the registry and to simplify maintenance of the weekly listing of incomplete assignments.
- f. Reviewed the filing system of the Registration Section, Administration Branch, OTR, and recommended a change in maintenance procedure which reduced space requirements for one file series from 3 safe drawers to one. Also eliminated the need for typing lists of employees scheduled for training.
- g. Promoted the installation in OTR of a mail control system which improved control of mail in process, eliminated repetitive logging of the same item by various offices, and provided a follow up for overdue replies.
- h. Reviewed equipment and operating requirements of the Administration, and Operations Staffs of OCR for the new Building furniture committee.

7. Vital  
Materials

- a. Arranged for visits to the Repository by 219 persons from 12 offices.
- b. Expanded Repository filing space by 40% through the use of five drawer cabinets in lieu of four drawer safes.
- c. Assisted ORR and OBI during the recent Middle East crisis through the rapid recovery and return of Film positives and map negatives urgently needed at headquarters.
- d. Coordinated action which resulted in the physical move of the reference library collection at relocation headquarters from a DD/I restricted area to an area accessible to all Agency personnel.



- e. Conducted a survey of space requirements for the Vital Material vault, and recommended expansion by July 1958.
- f. The Vital Materials Repository provided materials in response to 1,132 out of 1,162 requests received during Operation Alert 1956. The majority of the thirty unfilled requests were for materials not deposited.
- g. Assisted ORR in establishing a more meaningful indexing of unpublished vital materials deposits of the Economic Area.
- h. Reduced the punch card maintenance requirements from 142 hours monthly to 76 hours by destroying one file of 900,000 cards and by substituting machine listings for punched cards.
- i. Assisted in developing 12 new and 13 revised vital materials deposit schedules.
- j. The depositing activity increased greatly since Operation Alert 1955 as indicated in the table below:

	June-Dec. 55	Jan.-June 56	July-Dec. 56
Documents (cu. ft.)	129.15	148.	157.3
Maps (cu. ft.)	19.95	same	12.6
	149.10	148.	199.9

# 8. Records Disposition

- a. Conducted records disposition surveys and prepared records control schedules in nine headquarters offices 25X1  
 Audited and revised 25X1  
records control schedules in three offices. This scheduling and auditing activity covered 14,698 cubic feet of records (the equivalent of 1,837 safe cabinets).
- b. This year for the first time the concept of the Records Center as a secure depository for especially sensitive intelligence materials and records was agreed to by elements of the DD/I, DD/S, and DD/P Areas. A total of 7,564 cubic feet of such material has been transferred from headquarters office space to special vault areas in the Center.



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9. Records  
Center

- a. Application of Records Control Schedules accomplished the transfer of 11,741 cubic feet of records from office space and equipment to the Center. Application of schedules at the Center resulted in the destruction of 4,017 cubic feet of records.
- b. The total Records Center receipts of 11,741 cubic feet of records was equivalent to 1,465 safe cabinets valued at \$515,000.
- c. Headquarters offices were provided service on 10,609 requests for information and records material.
- d. A project outline was prepared in August proposing construction of an additional 30,000 square feet of storage space for the Records Center. This proposal has now been concurred in by OL, Comptroller, SO, and OC and forwarded to the Project Review Committee for final approval. Plans and specifications for the new construction were prepared and bids on the contract will be called for early next year.

10. Miscellaneous  
Activity

- a.  was designated to serve as liaison with the Office of Statistical Standards, Bureau of the Budget on matters pertaining to records retention requirements imposed on the public by the Government. 25X1
- b. Issued a revised Agency Records Management regulation.
- c. Development and Education:
  - (1) Attendance of one member at the 3 day International System & Procedure Association meeting in Philadelphia.
  - (2) Attendance of one member at the one day Federal Government Management Control Seminar conducted by the Remington Rand Corporation in Washington.
  - (3) Attendance of one member at the 5 day Records Administration Seminar conducted by Record Controls, Inc. in Chicago.

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- (4) Attendance of one member for 2 days at the NOMA Annual Office Management Training Conference at the University of Maryland.
- (5) Attendance of one member at the Annual NOMA Conference and Office Equipment Exposition in Philadelphia.
- (6) Successful completion by 2 analysts of the Institute on Records Management conducted by American University.
- (7) Attendance of various staff members at 14 monthly meetings of the O&M Luncheon Group, the Interagency Records Administration Conference, and at other meetings of professional societies.

d. The following personnel changes occurred:

- (1) New staff member:

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- (2) Transferred to O&M Staff:

25X1

- (3) Terminations:

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- (4) Details:

duty with the FE Division.

e. Evaluated 75 employee suggestions.

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*Jan 57*  
*Reports*

6. Records Management Staff

- |  |               |
|--|---------------|
| a. <u>Reports and Correspondence Management Surveys Completed</u>  | <u>2</u>      |
| b. <u>Records Control Schedules Completed</u>  | <u>14</u>     |
| c. <u>Filing Systems Installed</u>   | <u>15</u>     |
| d. <u>Vital Records Schedules Completed</u>  | <u>25</u>     |
| e. <u>Inactive Records Transferred to Center (cu. ft.)</u>   | <u>11,741</u> |
| f. <u>Inactive Records Destroyed (cu. ft.)</u>   | <u>4,017</u>  |
| g. <u>Records Reference Services Provided</u>  | <u>10,609</u> |
| h. <u>Forms Management</u>   |               |
| (1) New Forms  | <u>344</u>    |
| (2) Revised Forms  | <u>365</u>    |
| (3) Rescinded Forms  | <u>275</u>    |
| i. <u>Suggestions Evaluated</u>  | <u>75</u>     |
| j. <u>Significant Major Accomplishments</u>  |               |
| (1) <u>Good Correspondence Practices Developed and Promoted -</u><br>Accomplished by lecturing at five OTR Administrative Pro-<br>cedure Courses; disseminating guides on effective writing<br>and the use of form and pattern letters; and introducing<br>the use of smudge proof hectograph masters, top secret<br>hectography classification stickers, and plastic stencil<br>covers. |               |
| (2) <u>DD/S Components Reporting Workload Reduced by 7,000 Hours -</u><br>Inventoried and appraised 226 types of administrative<br>reports prepared or required; developed and submitted to<br>Area Records Officers recommendations on 45 of these re-<br>ports; and provided guidance for continuing office programs.  |               |
| (3) <u>Reports Management Program Introduced in DD/I Area -</u><br>Provided staff guidance for inventory and appraisal of<br>administrative reports, and developed recommendations on<br>32 of the 119 reports surveyed. These recommendations are<br>now being acted upon.  |               |
| (4) <u>Forms Management Activity in 1956 Increased 25% over 1955</u>   |               |

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- (5) NCR (no carbon required) Paper Used to a Greater Extent - Twenty-five additional forms for a combined annual usage of over a million sets are now in use.
- (6) Further Improvements in Intelligence Information Reporting and Dissemination Systems to Save an Estimated \$150,000 Annually - Sparked by three employee suggestions, the handling of "Hot" Information Reports was vastly improved. Elimination of follow-up Clandestine Services Reports to Preliminary Dissemination Report has already saved \$75,000 in six months in editing, typing, and proofing time.
- (7) Improved Filing Practices Promoted - Accomplished by lecturing on the Agency Filing System at five OTR Administrative Procedures Courses; installing the system in the Office of the DD/I, the Office of Historical Intelligence Collections, Physical Security Division, Graphics Register, OCR, Special Register, OCR, and part of OCI; and presenting file training sessions to member of this staff.
- (8) Capital Investment of \$13,750 for Safe Cabinets Precluded - Cancelled requests for 39 safe cabinets as a result of a joint review of requisitions with the Office of Logistics and Area Records Officers.
- (9) Average Annual Expenditures for Safe Cabinets Reduced from \$604,500 to \$144,750 - The average number of safe cabinets procured in the years 1951 to 1954 inclusive was 1,925 as compared with 475 for the years 1955 to 1956. There is a direct correlation between this decrease and the greatly increased records retirement activity for the last two years.
- (10) Initial Agency Installation of Open Shelf Filing Approved for Biographic Register, OCR - This change will release 208 square feet of floor space, centralize operations in one filing area and provide at least two years expansion space.
- (11) Savings of \$900 Realized and Improved Procedures Effected In Procurement Division, Office of Logistics - Surveyed the Central File Room and returned to stock six of 31 file cabinets for savings of \$360; improved the chargeout system; established standards for uniform filing, eliminated the need for an annual requirement of \$540 worth of folders; and reduced the workload of the file clerk.
- (12) Application of Records Management Techniques in the Physical Security Division; OS Initiated - Installed the Agency Filing System; instituted a cutoff system in all files to

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to facilitate future disposition of inactive records; destroyed or retired contents of nine safe cabinets; installed an improved mail control and routing system; and installed an improved system for recording the entrance and departure of special badge holders.

- (13) Office of Training Assisted with Records Systems -  
Through consultation with the Area Records Officer provided for ordering proper guides for a card file; reduced file space requirements for one series from three safe drawers to one; eliminated the need for typing lists of employees scheduled for training; and installed the mail control system developed by this staff. The mail control system provides improved control of mail in process; eliminates repetitive logging of the same item in the various divisions, and provides a means for following up on unanswered correspondence.
- (14) Reduction of 32 Per Cent in the DD/P New Building File Space Requirements Recommended - Reviewed requests for file areas in the new building totaling 32,360 square feet and recommended a reduction of 10,340 square feet.
- (15) Furniture Standards for the New Building being Developed -  
As a representative of the furniture committee for the new building, reviewed the equipment operating requirements of the administrative staff and the operations staff of OCR to establish requirements for setting up a model office unit.
- (16) Vital Materials Repository Visited by 219 Persons from 12 Offices This Year
- (17) Immediate Need for Expansion of Vital Material Repository Postponed - Surveyed the repository requirements and with the concurrence of the Office of Security recommended replacement of 4 drawer safe cabinets with 5 drawer standard cabinets. This change effected a 40 per cent saving in space and eliminated the need to expand facilities prior to July 1958.
- (18) Efficient Vital Materials Repository Operations Contribute to Success of Operation Alert 1956 - Materials were provided in response to 1,132 out 1,162 requests. The 32 unfilled requests were for materials not deposited. Corrective action has been taken.
- (19) Records Disposition Surveys Covered 1,882 items and 14,698 cu. ft. of Records - (equivalent to 1,837 safe cabinets) Surveys are currently in process covering an additional 27,870 cu. ft. of records.

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- (20) Records Control Schedules Prepared for Overseas Stations for First Time - The records of support activities  were inventoried, and records control schedules developed and applied.
- (21) Records Center Received 11,741 cu. ft. of Records, the Equivalent of 1,465 Safe Cabinets Valued at \$515,000 - This activity resulted from the application of records control schedules and the deposit of finished intelligence materials. In addition, schedules were applied at the Center for the destruction of 4,017 cu. ft. of records.
- (22) Expansion of Records Center Planned - Plans and specifications for construction of an additional 30,000 sq. ft. of storage space have been prepared. Bids will be called for this spring.
- (23) Professional Qualifications of Staff Members Broadened - The qualifications of each staff analyst were broadened through one or more of the following activities:
  - (a) Attendance at 14 meetings of four local professional societies.
  - (b) Attendance at five seminars and conferences conducted by local and national professional organizations.
  - (c) Trips to various public and private organizations utilizing advanced-type records systems and equipment.
  - (d) Completion of the two week Institute on Records Management conducted by American University.

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MANAGEMENT STAFF  
RECORDS MANAGEMENT STAFF

SUMMARY OF SIGNIFICANT ACCOMPLISHMENTS, Jan.-Dec. 1956

1. Good correspondence practices developed and promoted. Accomplished by lecturing at five OTH Administrative Procedure Courses; disseminating guides on effective writing and the use of form and pattern letters; and introducing the use of swidge proof hectograph masters, top secret hectography classification stickers, and plastic stencil covers.
2. DD/S components reporting workload reduced by 7,000 hours. Invented and approved 22 types of administrative reports prepared or required; developed and submitted to Area Records Officers recommendations on 45 of these reports; and provided guidance for continuing office program.
3. Reports management program introduced in DD/I Area. Provided staff guidance for inventory and appraisal of administrative reports, and developed recommendations on 32 of the 119 reports surveyed. These recommendations are now being acted upon.
4. Form Management activity in 1956 increased 25% over 1955.
5. NCR (no carbon required) paper used to a greater extent. Twenty-five additional forms for a combined annual usage of over a million sets are now in use.
6. Further improvements in intelligence information reporting and dissemination systems to save an estimated \$150,000 annually. Sparked by three employee suggestions, the handling of "Hot" Information Reports was vastly improved. Elimination of follow-up Clandestine Services Reports to Preliminary Dissemination Report has already saved \$75,000 in six months in editing, typing, and proofing time.
7. Improved filing practices promoted. Accomplished by lecturing on the Agency Filing System at five OTH Administrative Procedure Courses; installing the system in the Office of the DD/I, the Office of Historical Intelligence Collections, Physical Security Division, Graphics Register, OCR, Special Register, OCR, and part of OCI; and presenting file training sessions to members of this staff.
8. Capital investment of \$13,750 for safe cabinets precluded. Cancelled requests for 39 safe cabinets as a result of a joint review of requisitions with the Office of Logistics and Area Records Officers.
9. Average annual expenditures for safe cabinets reduced from \$504,500 to \$144,750. The average number of safe cabinets procured in the years 1951 to 1954 inclusive was 1,925 as compared with 475 for the years 1955 and 1956. There is a direct correlation between this decrease and the greatly increased records retirement activity for the last two years.

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10. Initial Agency installation of open shelf filing approved for Biographic Register, OCR. This change will release 200 square feet of floor space, centralize operations in one filing area and provide at least two years expansion space.
11. Savings of \$900 realized and improved procedures put into effect in Procurement Division, Office of Logistics. Surveyed the Central File Room and returned to stock six of 31 file cabinets for savings of \$360; improved the chargeout system; established standards for uniform filing, eliminated the need for an annual requirement of \$540 worth of folders; and reduced the workload of the file clerk.
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13. Office of Training assisted with records systems. Through consultation with the Area Records Officer provided for ordering proper guides for a card file; reduced file space requirements for one series from three safe drawers<sup>to one</sup>; eliminated the need for typing lists of employees scheduled for training; and installed the mail control system developed by this staff. The mail control system provides improved control of mail in process; eliminates repetitive logging of the same item in the various divisions, and provides a means for following up on unanswered correspondence.
14. A Reduction of 32 per cent in the DD/P new building file space requirements recommended. Reviewed requests for file areas in the new building totaling 32,360 square feet and recommended a reduction of 10,340 square feet.
15. Furniture standards for the new building being developed. As a representative of the furniture committee for the new building, reviewed the equipment operating requirements of the administrative staff and the operations staff of OCR to establish requirements for setting up a model office unit.
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18. Efficient Visual Materials Repository operations contribute to success of Operation Alert 1956. Materials were provided in response to 1,132 out of 1,162 requests. The 32 unfilled requests were for materials not deposited. Corrective action has been taken.
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